

UNCLASSIFIED

AD NUMBER	
AD505500	
CLASSIFICATION CHANGES	
TO:	UNCLASSIFIED
FROM:	CONFIDENTIAL
LIMITATION CHANGES	
TO: Approved for public release; distribution is unlimited.	
FROM: Distribution authorized to U.S. Gov't. agencies and their contractors; Administrative/Operational Use; 31 JUL 1969. Other requests shall be referred to office of the Adjutant General (Army), Washington, DC 20310.	
AUTHORITY	
AGO ltr 29 Apr 1980 ; AGO ltr 29 Apr 1980	

THIS PAGE IS UNCLASSIFIED

SECURITY

MARKING

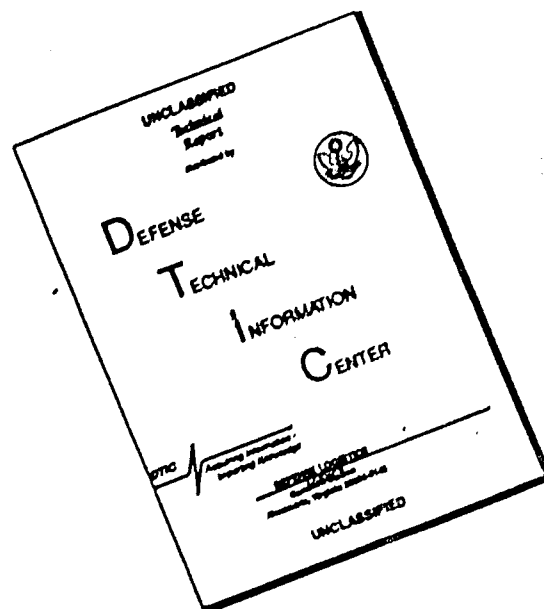
The classified or limited status of this report applies to each page, unless otherwise marked.

Separate page printouts MUST be marked accordingly.

THIS DOCUMENT CONTAINS INFORMATION AFFECTING THE NATIONAL DEFENSE OF THE UNITED STATES WITHIN THE MEANING OF THE ESPIONAGE LAWS, TITLE 18, U.S.C., SECTIONS 793 AND 794. THE TRANSMISSION OR THE REVELATION OF ITS CONTENTS IN ANY MANNER TO AN UNAUTHORIZED PERSON IS PROHIBITED BY LAW.

NOTICE: When government or other drawings, specifications or other data are used for any purpose other than in connection with a definitely related government procurement operation, the U.S. Government thereby incurs no responsibility, nor any obligation whatsoever; and the fact that the Government may have formulated, furnished, or in any way supplied the said drawings, specifications, or other data is not to be regarded by implication or otherwise as in any manner licensing the holder or any other person or corporation, or conveying any rights or permission to manufacture, use or sell any patented invention that may in any way be related thereto.

DISCLAIMER NOTICE



THIS DOCUMENT IS BEST QUALITY AVAILABLE. THE COPY FURNISHED TO DTIC CONTAINED A SIGNIFICANT NUMBER OF PAGES WHICH DO NOT REPRODUCE LEGIBLY.

CONFIDENTIAL



DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGDA (M) (17 Oct 69) FOR OT UT 693265

28 October 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 38th Artillery
Brigade, Period Ending 31 July 1969 (U)

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

DISTRIBUTION:

Commanding Generals

US Continental Army Command

US Army Combat Developments Command

Commandants

US Army War College

US Army Command and General Staff College

US Army Air Defense School

US Army Field Artillery School

US Army Infantry School

US Army Military Police School

US Army Missile and Munitions School

US Army Ordnance School

US Army Security Agency School

US Army Signal School

US Army Southeastern Signal School

Regraded unclassified when separated
from classified inclosure.

CONFIDENTIAL

AD505500

CONFIDENTIAL

DISTRIBUTION (Cont'd)

Copies furnished:

Office, Chief of Staff, US Army

Deputy Chiefs of Staff

Chief of Research and Development

Assistant Chiefs of Staff

Chief of Engineers

The Provost Marshal General

OSD(SA) Assistant for Southeast Asia Forces

Commanding Generals

US Army Materiel Command

US Army Electronics Command

US Army Weapons Command

38th Artillery Brigade

Commandant of the Marine Corps

Senior Army Representative, Marine Corps Development & Education Command

Director, Weapons Systems Evaluation Group

Defense Documentation Center

Security Officer, Hudson Institute

Commanding Officers

US Army Limited War Laboratory

US Army Logistics, Doctrine Systems & Readiness Agency

US Army Mobility Equipment Research & Development Center

CONFIDENTIAL

CONFIDENTIAL

DEPARTMENT OF THE ARMY
Headquarters, 38th Artillery Brigade (AD)
APO San Francisco 96570

EMAB-OP

SUBJECT: Operational Report of 38th Artillery Brigade (AD) for Period Ending
31 July 1969, RCS CSFOR-65 (R1) (U)

SEE DISTRIBUTION

1. (C) Section 1, Operations: Significant Activities.

A. The organizational structure of the 38th Artillery Brigade (AD) is indicated in Inclosure 1. The brigade and its five subordinate battalions are organized under TOE 44-2E, 1 TOE 44-2E, TOE 44-236D, TOE 44-236D, TOE 44-237D, TOE 44-237D, TOE 44-536D, TOE 44-536D, TOE 44-537D, TOE 44-537D.

B. There was one change of command during the period 1 May 1969 to 31 July 1969. On 30 July 1969 LTC Daniel J. Walsh took command of 6th Battalion (H&K), 44th Artillery, vice LTC Carl Leishman, who returned to CONUS.

C. Material Improvement Programs.

(1) HAWK

(a) The Brigade "Sweepdown Program", in application of Department of Army Modification Work Orders (MWO), which increases major item effectiveness and eliminates safety hazards, continued through the reporting period. Blocks 1 through 6 have been completed. Block 7, consisting of 7 MWO's, has been released for field application. HAWK Missile Facility Korea (HFK) has two teams surveying brigade requirements. Expected completion date of subject survey is 1 Aug 69 at which time Missile command will ship requisite modification kits to HFK for installation.

(b) The HAWK Refurbishment Program, administered by the Raytheon Company, under which complete major items of equipment are rebuilt, has now refurbished 167 major items of equipment. HFK has been given a task order from Missile Command to refurbish 582 subassemblies for major items. 30 subassemblies have been refurbished as of 25 July 1969. In addition, HFK will refurbish major float items to be used throughout Eighth Army. Projected completion date for the above task orders is 1 January 1970.

FOR OT UT

693265 Inclosure

1

CONFIDENTIAL

DOWNGRADED AT 3 YEAR INTERVALS;
DECLASSIFIED AFTER 12 YEARS.
DOD DIR 5200.10

CONFIDENTIAL

EWB-OP

SUBJECT: Operational Reports - Lessons Learned

(c) The brigade basic load of MFK missiles has been exchanged or is now in the process of being refurbished by a Missile Command Team working at the 39th Ordnance compound. Projected completion date is 1 Aug 69.

(2) Nike-Hercules

(a) The Alternate Battery Acquisition Radar Program (ABAR), originally scheduled for completion by January 1969, will not be completed before 1 September 1969. 6 towers and 6 sets have been accepted and are serviceable except for electrical power wiring. Wiring problems are expected to be resolved by 1 September 1969. The float ABAR is expected to arrive in country by 1 August 1969. The float tower is presently under construction and is expected to be completed by 1 September 1969.

(b) Two complete Nike - Hercules systems are programmed to be exchanged. The system that will be installed at F Battery 4/44 is presently at Inchon. It should be operational by 1 September 1969. The system scheduled to replace that at A Battery 4/44 has not left COMUS. Projected installation completion date is not available at this time.

(3) AN/TSQ-4 Fire Distribution System

(a) Battalion Operations Control AN/TSQ-38 and AN/MSQ-18 have been replaced with rebuilt equipment at 4th Bn, 44th Artillery, 7th Bn, 2d Artillery and 2d Bn, 71st Artillery. Rebuilt equipment will be installed at 7th Bn, 5th Artillery by 15 August 1969. No projection for installation of subject equipment is available at this time for 6th Bn, 44th Artillery.

(1) The rebuilt OC, recently installed at 4th Bn, 44th Artillery, has failed to remain operational due to improper prime power. However, special shipments of repair parts are now being received from the rebuild depot and repairs should be completed by 1 October 1969.

(2) Each Battalion in the brigade has been assigned a full time ECOM Electronics Equipment Representative to provide assistance with EDS maintenance.

(b) The VHF radio relay system, used to interconnect the tactical sites for data link and voice control, has been augmented by the receipt of 12 each AN/TEC-73 and 7 each AN/MRC-54 equipment from the divisional units. While these first generation systems are not new, their presence should improve the backup capability of brigade's VHF network.

(c) The NICOM Battery Terminal Equipment (BTE), AN/CSA-77, has replaced Cipher-Decoder equipments at all 22 missile firing units. Six of the new BTE's were inoperable due to manufacturing defects or compatibility modification defects. Five additional units were recently received from Okinawa to replace inoperable units with a sixth expected in the immediate future. Installation

CONFIDENTIAL

CONFIDENTIAL

EA B-OP

SUBJECT: Operational Reports - Lessons Learned

of the six units will be performed by NCOM representatives. No projected completion date is available at this time. The six defective units, presently in Brigade, will be returned to COMUS through NCOM channels. The two float units were shipped from COMUS 1 July and are expected in country in the near future.

(d) The old Coder-Decoder Group (CDG) equipment, released from service when replaced by STE's, have been cannibalized, per DA authority, to assist in maintaining OC equipment. Arrangements have been made to provide certain parts from the CDG's to R/G for use by 1st ADA Brigade (ROK) CDF's. Brigade is presently awaiting instructions from EA for disposition of CDG hulks.

(4) Vehicles

(a) Required annual "proof load testing" of the HAWK loader/transporter XM501E3 has been completed. Twelve loaders, or 25% of the brigade fleet, were found to have faulty yokes. EA has 14 yokes due out which are not expected at DSU's before 10 Oct 69. Many of the loaders with faulty yokes can be used in an emergency but an element of danger would be involved since the missiles would not latch correctly. Only 2 of the 6 "float" loaders are operational.

(1) Mandatory requirements prescribe that all latches and pins be replaced every 200 hours or annually, whichever occurs first. FASCO will perform the above replacement. Parts are presently being stocked but no projected completion date is available at this time.

(2) Organizational maintenance of HAWK loader/transporters is generally poor throughout the brigade. Battalions Commanders will make use of the (TIC) representative assigned to their units in order to improve the maintenance posture of this equipment.

(b) Units throughout the brigade are experiencing maintenance problems with the 1 1/4 Ton truck, M715. Equipment Improvement Reports will be submitted to ATAC in order to permit the government to utilize their warranty with the manufacturer.

D. Brigade inputs for conversion of all units within the command to G-Series TOE will be submitted to Eighth Army by 28 August 1969. Some problems were encountered in meeting proposed strength ceilings, but were resolved through several conferences between Eighth Army and Brigade representatives.

E. Site Baltimore, VHF/UHF site for Headquarters, 4th Battalion (Herc), 44th Artillery, was relocated to Site Fresno. The new site became operational on 15 June 1969 and resulted in an overall increase in communications reliability and alleviation of requirements for five Eighth Army and 33rd Brigade radio relay stations.

2. (C) Section 2, Lessons Learned: Commanders' Observations, Evaluations, and Recommendations.

CONFIDENTIAL

CONFIDENTIAL

A. Personnel.

(1) Critical Shortage of Senior WCO's, MOS 31M40 and 31Z50.

(a) OBSERVATION. The combat effectiveness of an integrated air defense system is directly related to the reliability of its communications system linking the firing batteries, battalion operation controls and the Air Defense Command Posts. It is difficult to adequately maintain communications without a full complement of senior WCO's.

(b) EVALUATION. Of a total of eighth (8) authorized E7s and E6s, MOS 31M40 and 31Z50, this brigade is currently assigned three (3). With forty-three operational WCO/WMF sites, adequate supervision cannot be performed by only three senior WCO's.

(c) RECOMMENDATION. That 38th Brigade be given a high priority for replacement of E7s and E6s in MOSs 31M40 and 31Z50 from both Eighth Army and Department of the Army resources.

B. Operations.

(1) Moisture in HAWK Launcher Slip Rings.

(a) OBSERVATION. Many problems with HAWK launchers develop as a result of moisture in the slip rings. This especially is evident during the rainy season and during fall and spring, when seasonal temperature changes cause condensation.

(b) EVALUATION. An effective solution to this problem was to completely seal the contact assembly and replace existing air with dry nitrogen. Two holes were drilled into the contact assembly case to allow placement of a purging fitting and a moisture indicator. One large hole was drilled near the top front and the moisture indicator was sealed in place. The second hole was drilled near the bottom front and the purging unit was sealed in place. Sealing can be accomplished with epoxy or other suitable seal and three to five pounds pressure of dry nitrogen applied to insure that no moisture can leak in. Total installation time is five hours. An EIR has been submitted, recommending this modification.

(c) RECOMMENDATION. That the EIR be considered for application.

(2) Modulator Oscillator Failure.

(a) OBSERVATION. The modulator oscillator in the CW Acquisition Radar has an RF absorption stub which receives all reflected RF forward power until the modulator oscillator cavity has tuned itself to the same frequency as the output of the oscillator. In cases when the cavity is unable to tune to the desired frequency, the absorption stub becomes extremely hot and burns out the modulator oscillator.

CONFIDENTIAL

CONFIDENTIAL

EA B-OP

SUBJECT: Operational Report - Lessons Learned

(b) EVALUATION. An effective solution is to attach a thermal switch directly to the absorption stub with epoxy or other suitable cement. The switch is designed to open at approximately 192 degrees, which is below the melting point of the absorption stub, and any time the stub overheats the switch opens, thereby, breaking the radiate interlock command which automatically oscillator without danger of damage to equipment. An EIR has been submitted recommending this MWO for application.

(c) RECOMMENDATION. That the EIR be considered for application.

C. Training. None.

D. Intelligence.

(1) Site Security.

(a) OBSERVATION. Several site penetration attempts have been conducted on units of this command by higher headquarters.

(b) EVALUATION. In all cases, whether successful or unsuccessful, local commanders have benefited from the attempts. In addition to alerting commanders to their physical security problems areas and weaknesses, these penetrations also serve to instill in all personnel a sense of urgency and importance in maintaining effective physical security.

(c) RECOMMENDATION. That penetration attempts continue on a frequent and unannounced basis.

(2) Sentry Dog Handlers.

(a) OBSERVATION. Battery Commanders throughout the brigade are having difficulty replacing sentry dog handlers departing to CONUS.

(b) EVALUATION. A serious shortage exists throughout Eighth Army and especially in the 38th Brigade in MOS 95B, qualified sentry dog handlers. Unit commanders must rely on unqualified battery personnel to volunteer and be trained as sentry dog handlers, which results in operational manpower shortages.

(c) RECOMMENDATION. MOS qualified sentry dog handlers should be assigned to the brigade on a regular basis.

E. Logistics. None

F. Organization. None

G. Signal.

(1) VHF/UHF Communications.

5
CONFIDENTIAL

CONFIDENTIAL

DDP-OP

SUBJECT: Operational Report - Lessons Learned

(a) OBSERVATION. There have been several breakdowns in JHP/WHF communications network when low frequency interstations between an Air Defense Command Post and a firing battery have been necessary.

(b) EVALUATION. The Brigade does not have the necessary equipment or qualified personnel to evaluate the network or Defense Communications Agency standard comparison.

(c) RECOMMENDATION. That a qualified team be tasked with evaluation of the Brigade JHP/WHF communications network to determine its effectiveness and capabilities.



LLOYD L. LEECH JR.
Major General
Commanding

1 Incl
as

DISTRIBUTION

- 1 - CoRS for Force Development, Department of the Army, Washington, DC, 20310, through Eighth US Army, US RMC
- 2 - JGFCM, Department of the Army, Washington, DC, 20310, through Eighth US Army
- 2 - CINUS RMC, AFM: DDP-OP
- 2 - Commanding General, Eighth United States Army, AFM: EXO-T, PC 96301

6-911

CONFIDENTIAL

CONFIDENTIAL

EAFO-MH (undtd) 1st Ind

SUBJECT: Operational Report of 38th Artillery Brigade (AD) for Period
Ending 31 July 1969, MOS CSFOR-65 (A1) (U)

Headquarters, Eighth United States Army, APO 96301 22 Jul 69

TO: Commander in Chief, United States Army, Pacific, APO 96301,
APO 96558

1. (U) This headquarters has reviewed subject report. The following comments supplement the report.

2. (U) Reference item concerning Critical Shortage of Senior MOS, MOS 31M40 and 31Z50, page 4, para 2A(1). The present personnel status and forecast for MOSs and grades authorized 38th Artillery Brigade are:

	<u>Authorized</u>	<u>Assigned</u>	<u>Losses</u>	<u>Gains</u>	
				<u>September</u>	<u>October</u>
31M40 E7	0	4	0	1	1
31Z50 E7	2	0	0	2	

There will be some relief for the shortages in these MOSs in September and October.

3. (U) Reference item concerning Moisture in SAM Launcher Bindings, page 4, para 2B(1). Concur.

4. (U) Reference item concerning Modulator Oscillator Failure, page 4, para 2B(2). Concur.

5. (C) Reference item concerning Site Security, page 5, para 2D(1). Concur. Eighth Army Nuclear Surety Standard Operating Procedure requires penetration attempts on a continuing unannounced basis.

6. (C) Reference item concerning Sentry Dog Handlers, page 5, para 2D(2). In response to an emergency requisition submitted by Eighth Army for sentry dog handlers, Department of the Army stated that the handlers would arrive before 15 September 1969. Upon their arrival they will be assigned to 38th Artillery Brigade. Additionally, 22 military policemen due to arrive in September have volunteered for sentry dog handler training. After their arrival and training, they will be used to alleviate the shortage of sentry dog handlers in the 38th Artillery Brigade.

7. (U) Reference item concerning VHF/UHF Communications, page 5, para 2G(1). Initial investigation reveals that there is a possibility of

DOWNGRADED AT 3 YEAR INTERVALS;
DECLASSIFIED AFTER 12 YEARS.
DOD DIR 5200.10

CONFIDENTIAL

CONFIDENTIAL

AIC-11 (undt) 1st Ind
3. 4. 11: Operational Report of 3rd Artillery Brigade (10) For Period
ending 31 July 1967, RGS 03704-05 (11) (1)

1. 12/11 communications deterioration within the 3rd Artillery Brigade.
An eight Army Staff visit to the brigade will be scheduled to better
enable an evaluation of the problem.

FOR THE COMBATANT:



MICHAEL K. FOX
CPT, AGC
Asst AG

Copies furnished:
2-ACS O&A
1-31, 3rd Arty Bde (1st only)

CONFIDENTIAL

GPOP-DT (undtd) 2d Ind (U)

SUBJECT: Operational Report of HQ, 38th Artillery Brigade (AD) for
Period Ending 31 July 1969, RCS CSFOR-65 (R1) (U)

HQ, US Army, Pacific, APO San Francisco 96558

4 OCT 69

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

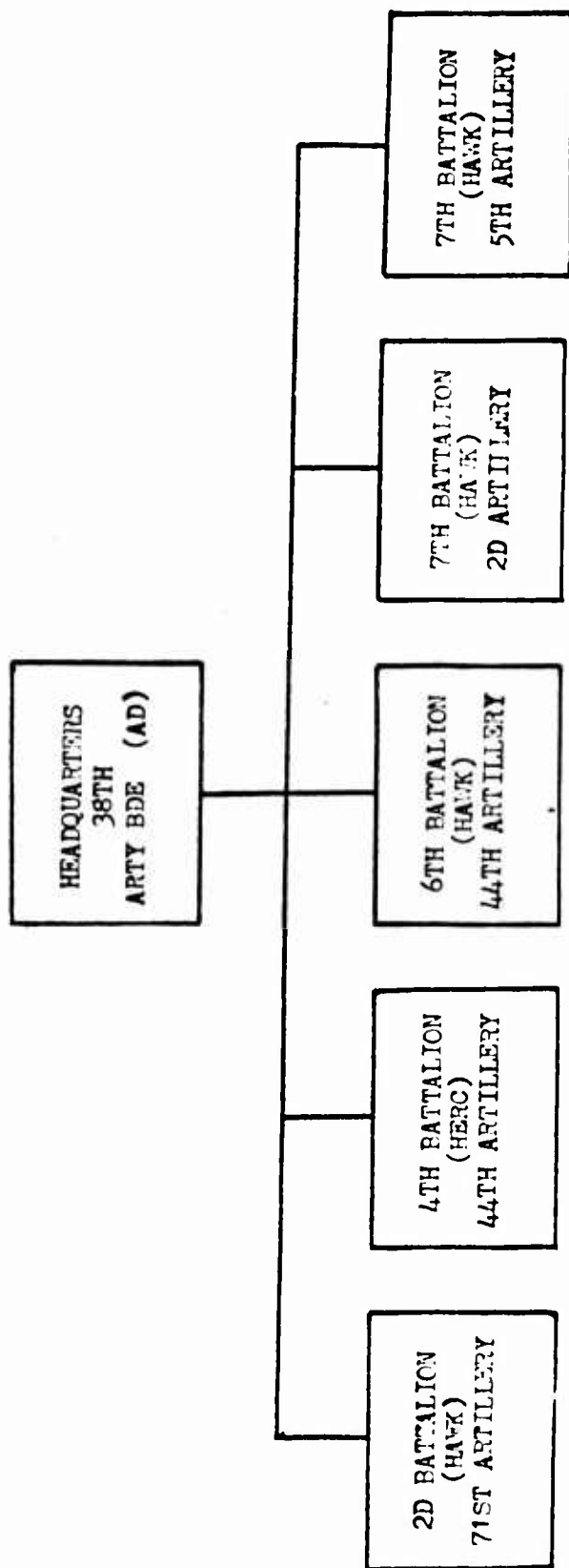
This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:

C. L. SHORTT
CPT, AGC
Asst AG



ORGANIZATIONAL STRUCTURE OF 38TH ARTILLERY BDE (AD)



UNCLASSIFIED

Security Classification

DOCUMENT CONTROL DATA - R & D		
(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)		
1. ORIGINATING ACTIVITY (Corporate author)		2a. REPORT SECURITY CLASSIFICATION
HQ, OACSFOR, DA, Washington, D.C. 20310		CONFIDENTIAL
		2b. GROUP
		4
3. REPORT TITLE		
Operational Report - Lessons Learned, HQ, 38th Artillery Brigade		
4. DESCRIPTIVE NOTES (Type of report and inclusive dates)		
Experiences of unit engaged in counterinsurgency operations, 1 May 69 to 31 July 69.		
5. AUTHOR(S) (First name, middle initial, last name)		
CG, 38th Artillery Brigade		
6. REPORT DATE	7a. TOTAL NO. OF PAGES	7b. NO. OF REFS
Undated	13	
8a. CONTRACT OR GRANT NO.	9a. ORIGINATOR'S REPORT NUMBER(S)	
b. PROJECT NO	693265	
c. N/A	9b. OTHER REPORT NO(S) (Any other numbers that may be assigned this report)	
d.		
10. DISTRIBUTION STATEMENT		
11. SUPPLEMENTARY NOTES	12. SPONSORING MILITARY ACTIVITY	
N/A	OACSFOR, DA, Washington, D.C. 20310	
13. ABSTRACT		
11		

DD FORM 1473

UNCLASSIFIED

Security Classification